1. What is the Treasurer’s Role?

The Treasurer is the Chief Financial Officer (CFO) of All Souls. The Treasurer has access to the bank accounts but does not have access to the financial records (QuickBooks) except read only.

Treasurer responsibilities include:

- As needed (2-3 hours/week)
  - Review invoices to be paid and sign checks
  - Perform bank transfers and download automatic bank transactions to Quickbooks (this is currently done by the church administrator and bookkeeper)
  - Review cash flow and anticipate when temporary loans might be necessary. Inform Board of Trustees of such periods and initiate loan and repayment

- Monthly (5 - 7 hours)
  - Reporting to the Board of Trustees and the congregation
  - Administrative Committee meetings
  - Work Sessions
  - Finance Committee meetings
  - Board meetings

- Quarterly (2-3 hours)
  - Endowment Committee meetings, ex-officio member
  - Archives Committee meetings, ex-officio member

- Annually
  - Verify that letters are sent to donors acknowledging their donation
  - Oversee inventory conducted by Facilities, Archives, and Gallery Committees. Verify that inventory is updated as needed.
  - Participate in annual budget development
  - Provide detailed budget report to the congregation at Annual Meeting

- Periodically
  - Oversee finance policy review and development
  - Review policies, procedures, by-laws and constitution
  - Consult with the Facilities and Finance Committees, SRB, the Administrator and the Minister every 2 years to determine a fee schedule and operating hours for building users
2. What is the Assistant Treasurer’s Role?

The Assistant Treasurer is the controller of All Souls. The Assistant Treasurer does not have access to the bank accounts but does have access to the financial records (i.e. QuickBooks).

The responsibilities of the Assistant Treasurer include:

● Monthly (3-4 hours)
  ○ Perform reconciliation of bank, brokerage and loan statements in QuickBooks.
  ○ Reconcile any inter-entry balances between All Souls church and endowment fund (i.e. Capital Campaign loan).
  ○ Ensure that monthly financial statements are posted to All Souls website
  ○ Review payroll reports
  ○ Review monthly financial statements and work with bookkeeper to adjust any discrepancies

● Quarterly (4 hours)
  ○ Ensure that quarterly detail reports are generated and distributed to responsible staff and committee heads

● Annually (4 hours)
  ○ Work with staff on annual budget preparation

● Chair Finance Committee (2 hours/month)
  ○ Schedule Finance Committee meetings as needed
  ○ Develop agenda and lead meetings

● Assist Treasurer as needed
3. What is the Board Secretary’s Role?

The Board Secretary is charged with recording minutes of monthly board meetings and the Annual meeting, compiling the Mission Based Conversation Reports and Ministerial Evaluation Reports to be included in the Annual Meeting material submitted before the congregation, and submitting hard copies of the above records to Archives.

Tasks: Attend monthly and yearly meetings. Record and post minutes. Record and post Mission Based Conversation Reports and Ministerial Evaluation reports.

Meetings
The Board Secretary is required to attend:

- The monthly Administrative Committee meeting (held for 1 hour on the second Wednesday of the month),
- The monthly Work Sessions (held for 1 ½ - 2 hours after the Administrative Committee meetings)
- The monthly Board Meeting (held for 2 - 2 ½ hours on the third Wednesday of the month as of 2018)
- The Annual Meeting (a 3 hour meeting in May as of 2018)
- The Post Annual Meeting Board Meeting (a one hour meeting held immediately after the Annual Meeting as of 2018)
- The Board Retreat (a 5 hour meeting held during the summer months as of 2018).

In addition, the Board Secretary attends three meetings a year to take part in Mission Based Conversation (½ to 1 hour each), and at least one meeting a year to participate in one Ministerial Evaluation (1 hour).

This totals to around 6 hours of meetings per month, with approximately 13 hours of additional meetings occurring throughout the year.

Production and Management

- **Regular Monthly Minutes**: The Board Secretary is required monthly to submit a draft of Board Meeting Minutes for use during the Board’s Administrative Committee meeting. The Board’s Administrative Committee meeting is held one week before the Board Meeting.
  - Draft of Board Meeting Minutes sent to Board members in time for use during the Board’s monthly Administrative Committee
Once the Meeting Minutes have been reviewed by the Board, and consented revisions made, the Board Secretary posts them to the All Souls website in a timely manner.

○ The Board Secretary files a hard copy of the Board Minutes in Archives.

○ Reserve 6-8 hours of time per month for processing the Monthly Minutes.

- **Annual Meeting Minutes:** The Board Secretary is required to submit a draft of the Annual Meeting Minutes to the Board for review and approval.

  ○ The draft should be submitted for Board Approval within a month after the Annual Meeting.

  ○ After the draft of Annual Meeting minutes has been reviewed and approved by the Board, the Board Secretary posts the draft to the All Souls website.

  ○ The Board Secretary files a hard copy of the Annual Meeting Minutes in Archives.

  ○ The Board approved draft of Annual Meeting Minutes is presented at the following Annual Meeting for approval by the congregation.

  ○ Final approved Annual Meeting minutes should be posted to the All Souls website and a copy placed in the Archives within a month after the Annual Meeting.

  ○ Reserve 4-6 hours of time the month of the Annual Meeting to process the Annual Meeting Minutes.

**Ministerial Evaluations and Mission Based Conversations:**

In addition to writing the reports of the Ministerial Evaluation and Mission Based Conversation facilitated and/or participated in by the Board Secretary, the Board Secretary is also required to compile the Ministerial Evaluation Reports and Mission Based Conversation Reports submitted throughout the year by other Board Members.

- The Board Secretary submits the collection of the given year’s reports to the Annual Meeting materials reviewed by the Congregation.

- Drafts of the reports should be submitted for Board Input by the March Board Organizing Meeting, and included in the Board Packet for the Board Meeting the following week.

- Once the Board has approved the collection of Mission Based
Conversation and Ministerial Evaluation reports, the Board Secretary submits the collections to the Annual Meeting material to be submitted before the congregation.

- A hard copy of the approved Mission Based Conversations and Ministerial Evaluations should be submitted to Archives.
- Reserve 3-5 hours the month of March to compile, revise, and submit the reports.
4. **What is the All Souls Board of Trustee’s role?**

As informed and elected leaders of All Souls’ congregation, the Board of Trustees assures organizational performance by creating, communicating and monitoring organizational systems and performance in accord with established Board policy.

Most Board members find that Board membership requires a commitment of six to eight hours per month. The Board meets once a month, every third Wednesday, for regular Board business. This meeting could last up to three hours. Most months, the Board has an additional study or discussion session which is usually for one and a half to two hours, and is usually on the second Wednesday of the month following the Administrative Committee meeting. Other Board activities include an annual work session (usually on a Saturday for four to six hours), and hosting the first Yulebock of the winter holiday season. In addition, each board member will be involved in conducting ministerial evaluations, meeting with other church committees, and working toward set goals. This work usually involves at least one other meeting a month outside of the two regular board meetings, which can be scheduled to fit the availability of the parties involved.

**Skills and Qualifications**
- Preferred service as chair of at least one committee or other leadership role at All Souls. Board members may choose to continue to participate in other committees or to focus solely on Board work.
- Wide experience in church activities and programs
- Enthusiasm for critical thinking, problem solving and strategic planning
- Practiced in working collaboratively
- Ease with written and verbal communication
- Pledging and contributing member of All Souls
- Willingness to examine governance policy and procedures

**Benefits of Service**
- Build valuable relationships with the minister, Board members and congregants
- Grow spiritually and intellectually
- Work with and learn from the minister and other church leaders
- Learn in depth about organizational theory and governance
Responsibilities
As a member of the All Souls Board of Trustees, you will:

- Receive an initial and ongoing orientation to understand All Souls’ governance structure and Board procedures and practices
- Act as a faithful steward to the resources of All Souls, including staff, volunteers, and facilities
- Participate in Sunday morning services, Church Chats, and other church activities directly related to governance
- Attend regularly scheduled Board meetings and discussions (usually 2 monthly), additional training, and a local Board retreat each year
- Devote time and attention to denominational affairs (e.g., read regional newsletters, participate in regional or national conferences)
- Prepare for Board meetings by submitting reports (when applicable), reading materials submitted by others, and reviewing the agenda sufficiently in advance of the meeting to optimize meeting time
- Act as an All Souls ambassador to the larger community
- Set All Souls’ institutional health as a higher priority than any personal agenda
- Model behavior key to a healthy congregation
- Assure operational performance through discernment, delegation, and accountability
- Ensure that All Souls has a long-term strategic plan utilizing input from the entire congregation, including through leading Mission Based Conversations
- Monitor achievement against the long-term strategic plan
- Set annual Board goals in accordance with the long-term plan and periodically review performance
- Write policies that address organizational decisions and situations at the broadest level
- Participate in the ministerial evaluation process
- Commit a minimum of six to eight hours monthly to Board service